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## SMALL AND MEDIUM ENTERPRISES (SMEs) - THE BASIS FOR SUCCESSFUL SOCIO-ECONOMIC DEVELOPMENT OF THE ARCTIC REGIONS OF THE RUSSIAN FEDERATION WITHIN THE NORTHERN SEA ROUTE. MESSAGE 1 REPUBLIC OF KARELIA

**Abstract:** the article deals with the actual problems of the development of the tourism industry in the European North of Russia (Murmansk, Arkhangelsk regions and the Republic of Karelia) and in the high-latitude territories of the Western Arctic. Practical proposals and recommendations are given, priority tasks are formulated to solve the main socio-economic problems of using the tourist and recreational potential, developing inbound and domestic tourism for the sustainable development of regions, unique territories and tourism centers. The results can be used to improve the legislative and regulatory acts of the tourism industry, to increase its competitiveness in the North of Russia.

**Key words:** Republic of Karelia, Murmansk region, Arkhangelsk region, Arctic zones, northern sea route, efficiency, social development, priority, population, comfort, tourism, hotel business, paradigm, economic policy, financial stability.

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### Introduction

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Today our country needs a new socio-economic program - a model of the country's development in the current geopolitical reality. Today, the key issue

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of the socio-economic development of Russia in the new reality is how to ensure sustainable development, which implies an increase in the level and quality of life of the population, in the conditions of changed relations with the outside world. First of all, it is necessary to identify weaknesses and present a vision of development in specific areas. One of the main goals is to determine how sovereignty will be achieved in various areas: medicine, IT, industry, etc. But economic and technological independence is not the "cornerstone" of the socio-economic program. The issue of sovereignty is important, but it is only touched upon in those areas where it makes sense to achieve it.

In the near future, answers must be found to many questions regarding future priorities, the revision of development goals for the medium and long term, as well as the choice of economic policy. Almost all areas of social and economic development are subject to revision, in particular, industrial policy, energy development issues, foreign economic policy, and environmental policy. The most difficult task is the scientific and technological development of Russia under the restrictions imposed. Sanctions barriers and prohibitions have radically changed the existing order. No country in the world can ever again be trusted to supply important products from abroad. This means that it is necessary to build technological sovereignty in a short time.

A return to the old relations with Western countries is apparently impossible, which means that there will be a restructuring of trade and logistics chains and serious changes in the financial sphere. The key task of the new strategy for the socio-economic development of Russia should be a focus on the development of competencies in mechanical engineering, metalworking, food and light industry. Obviously, it is impossible to replace the entire range of imports, but it is necessary to ensure the predominance of domestic producers in the domestic market.

Now, as part of a series of strategic sessions with key industry departments, the government is working to identify key risks, as well as to determine priority goals and objectives for the development of specific industries in the new reality, taking into account the nuances of structural adjustment. As part of the strategic sessions prepared by the departments, all the details of economic policy in various areas are analyzed. It is possible that as a result of such work, adjustments will be made to national projects, as well as various strategic planning documents. Changes may affect, among other things, various target indicators. The current situation imposes significant restrictions on the functioning and development of the economy. The challenges are diverse and large-scale, the government needs to perform its current functions, but at the same time, and promptly respond to ongoing changes that are difficult to predict in

conditions of extremely high uncertainty. From scientists and practitioners, our society today expects evidence-based approaches to solving topical issues of Russia's socio-economic development.

Tourism is one of the largest, highly profitable and most dynamic sectors of the world economy. As a modern sector of the economy, it has long gone beyond national boundaries and plays an important role in the interaction and mutual enrichment of cultures. The tourism industry, which has a multiplier effect, helps to diversify the economy, improves the quality of life of the population, and opens up opportunities for generating income and new jobs.

The European North of Russia occupies one of the most favorable positions in terms of tourism development due to the presence of natural and recreational conditions and the largest cultural heritage sites. It includes the republics of Karelia and Komi, the Arkhangelsk region with the Nenets Autonomous Okrug, the Vologda and Murmansk regions. During the Soviet period, the European North was called the Northern Economic Region. At present, along with the former Northwestern economic region, it is part of the Northwestern Federal District (NWFD).

The European North opens up broad prospects for the development of water, cruise, cultural, educational, ecological, business, event, rural, pilgrimage, sports and other types of tourism. This is a monument of world culture, the identity of various peoples and ethnographic groups (Saami, Pomors, Nenets, Komi, Karelians, Veps, Finns, Russians) is represented here, which predetermines wide opportunities for the development of ethnographic tourism.

Another name for the European North - the Russian North - is more of a historical and cultural concept than a geographical or administrative name.

In recent years, tourist flows from Russia and abroad have rushed here, which is facilitated by the unique wealth of tourist resources, the preserved traditional types of nature management, folk crafts and crafts, the special geographical position of the European North as an Arctic and coastal region. Russia has great infrastructural and natural opportunities for the tourist development of the European North, taking into account the importance of preserving the unique ecosystem of the region and the way of life of the indigenous peoples of the North. Tourism contributes to the development of territories and local communities in the Arctic and the North: it stimulates entrepreneurial activity, the creation of new jobs and social infrastructure, and promotes cultural and natural heritage. The publishing house of the Kola Scientific Center of the Russian Academy of Sciences published a monograph by E. B. Grushenko and A. M. Vasiliev "Tourism in the European North of Russia and in the Western Arctic". Work on the study of topical aspects of the current state, problems and

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prospects for the development of tourism in the regions of the Western Arctic and the Russian North was continued in 2018–2025, and its first results were reflected in the proposed book.

The object of the study is the tourism industry in the regions of the Russian North and the Western Arctic. The purpose of the work is to analyze the current state, main problems and prospects for the development of tourism in the regions under consideration. Topical issues of sustainable development of the tourism industry have been studied on the basis of studying the problems of the current state and prospects for the development of tourism in the regions and centers of tourism in the Russian North and the Western Arctic. Particular attention is paid to the development of Arctic, ecological, ethnographic, cultural, educational and rural tourism. Practical proposals and recommendations for the development of inbound and domestic tourism in these regions are given.

The scientific novelty lies in the fact that new tourist destinations, trends and types of tourism are considered, as well as an overview of the current situation in the tourism sector based on modern Internet sources. The expected role of the tourism sector in the preservation of the cultural and natural heritage of the Arctic and northern territories allows us to consider tourism as an innovation formed in the environment of regional and sectoral innovation systems of the territories themselves. It was shown that in 2020–22. The development of the tourism industry has been significantly affected by the COVID-19 pandemic. Seasons 2020 - 22 in terms of international and cross-border tourism turned out to be unprofitable, and the tourism industry of the regions was forced to reorient to the domestic market.

In the Western Arctic, the focus is on the development of tourism in the high-latitude Spitsbergen archipelago and the Russian Arctic National Park. A detailed analysis of the development of the tourism sector in the Republic of Karelia has been carried out. The effective development of ecological tourism in the region is shown, equipped ecological trails in Karelia are described.

In the Russian North, the main attention is paid to the development of tourism in historical cities and rural settlements. The problems of preservation and revival of the historical and cultural heritage as a factor in the sustainable development of tourism are analyzed. The work is supplemented with photo illustrations made by E. B. Grushenko during his trips to the Russian North.

The analysis of promising tourist investment projects and routes in the regions of the European North has been carried out. Measures to stimulate the increase in competitiveness and socio-economic efficiency of the development of the tourism industry are substantiated. Strategic directions and tasks are identified, the implementation of which by

government agencies and tourist companies involved in the development of tourist and recreational resources will allow maintaining Russia's competitive advantages in the northern and Arctic regions. The developed recommendations and proposals can be used to prepare the Strategy for the Development of Arctic Tourism until 2035 and to adjust the regional tourism programs of the Russian North. The main directions for the implementation of this Strategy in individual municipalities of the Republic of Karelia are:

- modernization of the White Sea-Baltic Canal;
- development of the building materials industry on the basis of building stone deposits, including in order to ensure construction work in neighboring constituent entities of the Russian Federation;
- creation and development of mineral resource centers of the East Karelian copper-gold-molybdenum ore zone;
- formation and development of a cluster of deep wood processing enterprises;
- development of a fishery cluster, including aquaculture enterprises;
- development of cultural, historical and ecological tourism;
- creation of cascades of small hydroelectric power plants, subject to confirmation of the prospective demand for electricity and their economic efficiency;
- creation of a network of data processing and storage centers based on domestic high-speed ultra-dense solutions.

The Strategy for the Social and Economic Development of the Republic of Karelia until 2035 (hereinafter referred to as the Strategy) defines the mission, priority areas, strategic goals, main tasks and key activities for the long-term development of the region. The implementation of the Strategy is carried out by developing an action plan, and the provisions of the Strategy are detailed in regional state programs. The strategy was developed on the basis of the requirements of the Federal Law of June 28, 2014 No. 172-FZ "On Strategic Planning in the Russian Federation"; Law of the Republic of Karelia dated December 28, 2015 No. 1973-ZRK "On some issues of strategic planning in the Republic of Karelia" and taking into account the order of the Ministry of Economic Development of the Russian Federation dated March 23, 2017 No. 132 "On approval of the Methodological recommendations for the development and adjustment of the strategy of social economic development of a constituent entity of the Russian Federation and an action plan for its implementation". The strategy takes into account the provisions of the Concept of long-term socio-economic development of the Russian Federation for

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the period up to 2020, approved by the order of the Government of the Russian Federation dated November 17, 2008 No. 1662-r,

The mission of the Strategy is to increase the genuine well-being of citizens in the Republic of Karelia, create opportunities for self-realization of residents by outstripping the growth in the number of new jobs compared to other regions of the Russian Federation, improve the level and quality of life, and provide access to social and cultural benefits.

The implementation of the Strategy will make it possible to make a consistent transition from the old industrial development model based on the exploitation of natural resources to a model of long-term sustainable self-development based on the concentration of value added in the region, maximizing the use of existing economic potential, increasing environmental sustainability and realizing human potential.

The strategy takes into account the best world experience in the development of self-sustaining development strategies that do not threaten the existence of future generations and the possibilities of their self-realization.

The development of regional development priorities is based on the findings of statistical studies and on the results of in-depth interviews with experts and residents.

The Strategy defines the priorities for the development of municipalities in the Republic of Karelia. For the purposes of implementing the Strategy, a forecast of labor resources has been prepared (Appendix 3 to the Strategy). Annex 4 to the Strategy contains the key investment and social projects planned for implementation in accordance with the main directions of development of the Republic of Karelia. Appendix 5 to the Strategy lists national and federal projects in which the Republic of Karelia may be involved. From the point of view of tourism development in the Russian Federation, one of the most advantageous positions is occupied by the European North of Russia. There are 22 historical cities, ten national natural parks, seven resorts, six world-class architectural and historical museum-reserves, the largest (Kirillo-Belozersky) and the most ancient (Valaam) monasteries in Russia, about 19 thousand objects of cultural heritage on the territory of the region. Four sites of the European North are included in the UNESCO World Cultural and Natural Heritage List - Ferapontovo, the Solovetsky Archipelago, the Kizhi Museum-Reserve and the virgin forests of the Komi Republic (Pechora-Ilychsky Reserve and the Yugyd-Va National Park). The Valaam archipelago, Karelian petroglyphs (Onega and White Sea), Kenozero National Park are included in the preliminary UNESCO World Heritage List. The Russian North is the north of Russia, its European part. This concept is rather vague, not having a precise definition.

The formation of the European North as an integral region was primarily influenced by geographical location. It is characterized by several important features that affect both its nature, and the characteristics of the settlement, and the development of the economy:

*northern position.* Although the district is located in the European part of the country, most of its territory, with the exception of the Vologda Oblast, belongs to the zone of the Far North.

*seaside position.* In contrast to many regions of Russia, the European North extends on a wide front to the vast waters of the Barents and White Seas. This largely determines the benefits of the economic and geographical position of the region. Large ports - Murmansk and Arkhangelsk, which arose on the coasts of the northern seas, play an important role in the transport system of Russia and in its foreign trade. Access to the seas also affects the geopolitical position of the region. The most accessible regions of the European North in terms of transport are the Republic of Karelia and the Vologda Oblast (a night train ride from Moscow and St. Petersburg). Arkhangelsk and Murmansk regions can be reached by train in 1–1.5 days or in 1.5–2 hours by plane from the two capitals. The most remote region is the Nenets Autonomous Okrug (the most non-tourist region of Russia), which can only be reached by plane. The most expensive region in terms of providing tourist services is the Murmansk region. For example, the cost of a one-day excursion by minibus from Murmansk around the region can reach up to 3-5 thousand rubles per person, which is on average 2-3 times more expensive than the cost of a similar excursion from Petrozavodsk or Arkhangelsk.

The Russian North is a miraculously surviving island of historical Russia, because the North escaped the Tatar-Mongol invasion. The Russian North for many centuries has preserved ancient customs, the traditional system of rural settlements and forms of nature management, the appearance of ancient Russian villages and cities, and historical folk crafts. Most of the surviving monuments of stone and wooden architecture date back to the 17th–19th centuries.

Friendly, hospitable and hospitable local population, peace of mind, lack of crowds and constant metropolitan rush make the European North even more attractive for tourists. The unique natural heritage is represented by a variety of natural landscapes - from mountain ranges to endless tundra, virgin forests, emerald lakes, waterfalls, rivers rich in fish of valuable species. In the Russian North, there are the largest lakes in Europe - Ladoga and Onega, which have become centers of especially popular cruise tourism.

The European North occupies an exceptional place in the historical and cultural development of Russia due to the pronounced manifestation here of



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primordially Russian traditions, customs, the presence of wooden religious architecture, the traditional living culture of the Pomors, as well as the specificity of the modern way of life of the local population. A harmonious combination of natural and anthropogenic principles has led to the formation of a unique type of specially protected areas - cultural landscapes.

Due to the fact that national parks occupy an important place in the system of protected areas due to their natural and historical and cultural value, they have become one of the main organizational forms for the protection of cultural landscapes - natural and cultural territorial complexes formed as a result of the evolutionary impact of nature and man, his sociocultural and economic activities. and consisting of characteristic stable combinations of natural and cultural components that are in close interconnection and interdependence. The national parks of the Russian North have become one of the main organizational forms for the protection of cultural landscapes, while they have a colossal historical, cultural and eco-tourism potential. In recent years, there has been a tendency for tourism activities to move into the cultural space of national parks (Kenezersky, "Russian North"), to cultural landscapes. The development of tourism in the northern regions is hampered by: the seasonality factor; large spaces that do not allow for dynamic and rich tourism products; harsh climate; monotony of tourist products; lack of long-term planning in tourism and systematic work to create an attractive image of the Russian North.

The key problems of northern tourism are also the lack of quality accommodation facilities, the low level of service, the poor condition of the road and transport infrastructure, the lack of financial resources for the creation of new display facilities and the restoration of architectural monuments.

In order to fully implement all plans for the development of tourism in the North, large-scale modernization and construction of tourist and road transport infrastructures are necessary. The lack of infrastructure facilities and their significant deterioration are the main obstacles to the development of tourism.

In the regions of the European North, a network of tourist and recreational clusters (TRCs) is being formed in order to expand and increase the competitive advantages of regional tourism products. Innovative investment projects in the field of tourism should attract tourists to the region, which will provide additional investments (in the form of public-private partnerships) in the modernization of infrastructure and the further sustainable development of unique territories.

At the present stage, tourism is actively developing in all regions of the European North, and there is an annual increase in the tourist flow. The main tourist season is summer. Only two regions of

the Russian North - the Murmansk and Vologda regions - attract tourists also in winter and early spring. New Year holidays and Chinese New Year are considered high season, when Veliky Ustyug, Kirovsk, Vologda, Teriberka, Murmansk, the Sami village "Saam Syit" receive a large number of tourists. During this period, mainly groups from China come to the Kola North.

Europe's largest network of nature reserves and architectural and ethnographic open-air museums, which is being formed in the Russian North, can be considered as the main factor for the sustainable development of tourism.

*Types of tourism and tourist routes.* The most popular tourist routes of the Russian North are water lake-river cruises along the Volga-Baltic (Cherepovets, Goritsy-Kirillov, Vytegra), Ladoga (Valaam) and Onega (Petrozavodsk, Kizhi) lakes. In the Arkhangelsk region, along the Northern Dvina from Arkhangelsk to Brin-Navolok and Severodvinsk, as early as 2019, river cruises were carried out on the oldest paddle steamer in Russia, Nikolay Gogol, built in 1911. Cruise tourism requires solving the problem of shipowners with a river register and lack of regions of the Russian North, ships of the river-sea class. Due to pollution and shallowing of large navigable rivers (Sukhona, Northern Dvina, Vychegda, Mezen), cruise and passenger traffic (except for ferries) has been almost completely stopped. In addition to water cruises, the following types of tourism are actively developing in the Russian North: cultural, educational, skiing, ecological, ethnographic, rural, event, business, recreational fishing, sports, religious and pilgrimage. The most promising inter-regional tourist routes in the region are: the Silver Necklace of Russia megaproject (which unites all regions of the Northwestern Federal District), the projects Hanseatic Roads of Russia, Lomonosov's Road, Patterns of Russian Cities. Innovative types of tourism in the European North are Arctic sea cruises, hunting for the northern lights, watching marine animals, traveling to filming locations, gastronomic, industrial, border, geological and mineralogical, socially responsible tourism. Outdoor tourism is also promising - outdoor recreation and leisure, entertainment and sports at the same time.

"Silver Necklace of Russia":

Kaliningrad - Pskov - Veliky Novgorod - Vologda - Syktyvkar - Naryan-Mar - Arkhangelsk - Murmansk - Petrozavodsk - Leningrad region (Lodeynoye Pole, Novaya Ladoga, Staraya Ladoga, Shlisselburg) - St. Petersburg.

1. "The Great Way in the Russian North":

Vologda - Veliky Ustyug - Syktyvkar - Inta - Vorkuta - Pym-VaShor - Arkhangelsk - Murmansk - Zaonezhye - Pudozh - Medvezhyegorsk - Shunga - Tolvuya (the birthplace of Zosima Solovetsky) - Great Guba - about. Kizhi - Povenets - Chelmuzy (Epiphany Church, place of exile of the nun Martha,

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Princess Romanova, mother of the future Tsar Mikhail) - Pyalma - Vytegra - Vologda.

"Peter's cities":

St. Petersburg - Shlisselburg - Novaya Ladoga - Lodeynoye Pole - St. Petersburg - Petrozavodsk - Arkhangelsk - Vologda - Totma.

"Journey to Ancient Rus":

Veliky Novgorod - Izborsk - Staraya Ladoga - St. Petersburg - Olonets - Belozersk - Kirillov - Veliky Ustyug - Syktyvkar - Pustozersk.

"In the footsteps of the Varangians":

Republic of Karelia - Priozersk - Vyborg - St. Petersburg - Staraya Ladoga - Veliky Novgorod - Tikhvin - Kirillov - Belozersk.

"Outposts of Russia":

Kaliningrad - St. Petersburg - Vyborg - Priozersk - Shlisselburg - Staraya Ladoga - St. Petersburg - Olonets - Border Kondushi - Kolatselga - Kinerma - Kem - Murmansk - Arkhangelsk - Vologda - Pskov - Veliky Novgorod - Murmansk - Arkhangelsk - Pustozersk; Izborsk - Pskov - Ivangorod - Koporye - St. Petersburg - Vyborg - Priozersk - Republic of Karelia (along the border of the Russian Federation).

"To Holy Places":

St. Petersburg - Pskov - Veliky Novgorod - Tikhvin - Vologda - Republic of Karelia (Murom Monastery, St. Ilyinskaya Volozero Hermitage) - Arkhangelsk Region (Solovki Islands); St. Petersburg - Novaya Ladoga - Staraya Ladoga - Tikhvin - Belozersk - Kirillov - Vologda - Totma - Veliky Ustyug.

"Living water of the North-West of Russia":

Moscow - Cherepovets - Goritsy - Vytegra - Mandrogi - Lodeynoye Pole - Staraya Ladoga - Pskov - Veliky Novgorod - Moscow - St. Petersburg - Lodeynoye Pole - Mandrogi - Petrozavodsk - Kizhi - Kem - Solovetsky Islands; Arkhangelsk - Onega - Sumposad - Virma - Belomorsk - Kem - Gridino - Umba - Varzuga (Pomor settlements of the White Sea); Yarensk - Syktyvkar - Vorkuta - Pym-Va-Shor (hot radon springs).

"Northern ports of Russia":

St. Petersburg - Belomorsk - Kem - Kandalaksha - Murmansk - Arkhangelsk - Naryan-Mar (Pechora port) - Amderma.

"Wooden architecture":

Republic of Karelia (Kizhi) - Leningrad region (Podporozhsky district) - Vologda region (Vytegra, Vologda) - Veliky Novgorod (Museum of wooden architecture "Vitoslavlitsy"); Arkhangelsk region (Museum of wooden architecture "Small Korely") - Murmansk region (Varzuga, Tersky district).

"Tree of Life" (ancient Vepsian settlements):

Republic of Karelia (Prionezhsky district, Sheltozero) - Leningrad region (Podporozhsky district, Vinnitsa, Voznesenye) - Vologda region (Babaevsky district).

"Indigenous peoples of the "Silver Necklace of Russia":

Pskov region (Sigovo village) - Republic of Karelia (Prionezhsky district, Sheltozero; Pryazhinsky district; Lakhdenpohksky district) - Leningrad region (Kingiseppsky district, Vistino village (Izhora and Vod peoples), Podporozhsky district, Vinnitsa, Voznesenye) - Murmansk region (Pomors, Tersky district; Saami, Lovozersky district) - Nenets Autonomous Okrug (Krasnoye village, Harp agricultural production cooperative).

"Ghost Towns of the North":

Korzunovo (Murmansk region) - Charonda (Vologda region) - Khalmer-Yu (Komi Republic) - Amderma (Nenets Autonomous Okrug).

For a brief description of the region on a European scale, the slogan "The Russian North is the wild nature and water expanses of Europe" can be used. This is the main factor for the development of ecological tourism - the sector of the fastest growth in tourism.

*Ecological tourism* mainly develops in the national parks "Yugyd-Va" (Komi Republic), "Paanayarvi", "Kalevalsky", "Vodlozersky" (Republic of Karelia), "Kenozersky", "Russian Arctic", "Onega Pomorye" and "Vodlozersky" (Arkhangelsk region), "Russian North" (Vologda region). The Vodlozersky National Park is located on the territory of two regions of the European North at once. Any form of regulated tourism (especially ecological and eco-cultural) is the preferred activity for most national parks. Mass flows of amateur tourists mainly prefer rafting on the rivers and reservoirs of Karelia and the Murmansk region, hiking and skiing in the Khibiny.

*Ethnographic tourism.* The European North is a real reserve of traditional folk culture of world importance. The cultures of various peoples and ethnographic groups are represented here: Saami, Pomors, Nenets, Komi, Karelians, Veps, Finns, Russians, which predetermines wide opportunities for the development of ethnographic tourism.

From the point of view of preserving the indigenous peoples and the living traditional culture of the Russian North, it is much more effective to develop small-scale low-cost cultural and natural tourism, which opens up opportunities for finding livelihoods throughout the region and does not require large investments. The initial impetus for the implementation of a new idea could be the creation of innovative cores based on ethno-cultural centers and ethno-natural parks in different parts of the European North. The integration of cultural heritage into the local zones of the ethno-cultural center makes it possible to combine the idea of preservation with the idea of reviving a unique territory in the best possible way.

The open-air museum ethno park is an object of cultural tourism that interprets the dialogues of different cultures through authentically created ethno courtyards, in which tourists can live and learn the

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technology of manufacturing folk art crafts from local craftsmen. Currently, there are four architectural and ethnographic open-air museum-reserves in the European North: the largest in Russia - "Small Korely" in the Arkhangelsk region, "Kizhi" in Karelia, "Semenkovo" in the Vologda region, Finno-Ugric ethnopark in the Komi Republic (Yb village).

On the Kola Peninsula, the main centers of ethnographic tourism are the village of Lovozero (the place of compact residence of the Saami and Komi-Izhma), the Saami village "Saam Syit", the village of Umba, the museum Pomor tonya Tetrino, the village of Loparskoye.

Tourists are also attracted by the preserved culture of the Old Believers in the historical settlements of Kimzha (Arkhangelsk region) and Ust-Tsilma (ancestral homes and the site of the Ust-Tsilemskaya Gorka folklore festival) in the Komi Republic. Of interest are also Olonets (the most ethnically Karelian city in Karelia), the village of Kalevala (the birthplace of the Kalevala epic) and the national village of Izhma (the place of compact residence of Komi-Izhma residents in the Komi Republic).

Rural tourism is actively developing in the villages of Karelia, Vologda and Arkhangelsk regions. Promising in the European North and industrial tourism (Cherepovets, Kirovsk). Orthodox pilgrimage tours are focused mainly on Valaam, the Solovetsky archipelago, the Kirillovsky district, Vologda, the Antonievo-Siysky monastery, and the Orthodox monasteries of the Komi Republic. Health resort tourism has spread in the republics of Karelia (Marcial Waters), Komi (Seregovo resort), Arkhangelsk region (Belomorie, Krasnoborsk, Solvychevodsk resorts), Vologda region (Ledengsky resort, Totma).

*Maritime Arctic tourism* is actively developing in the Murmansk and Arkhangelsk regions. Recreational fishing has spread mainly on the salmon rivers of the Kola Peninsula. Ski tourism is popular in the Murmansk region (Kirovsk, Monchegorsk, Murmansk and Polyarnye Zori). Business business

tourism has been developed in large cities with a developed hotel infrastructure (Murmansk, Petrozavodsk, Arkhangelsk, Vologda, Cherepovets and Syktyvkar).

Gastronomic tourism is gaining great popularity among tourists. All regions of the European North are included in the federal project "Gastronomic Map of Russia" in order to promote local culinary brands and traditions. Tourists can try such dishes of traditional northern cuisine as Pomeranian shangi, Karelian kalitki, fishmongers, salmon fish soup, pies with berries, venison, and cod. For example, in the Murmansk region, the umbrella brand "Made in the Arctic" has been formed to support producers of arctic cuisine. The Kola North will be able to compete in venison dishes with other northern regions, and in seafood - with the Far East.

### Main part

The bot is designed to meet human cognitive needs. This will allow you to get to know your city (or where you have arrived) better and expand its horizons, allowing you to take an independent and exciting walk. Due to the current geopolitical situation and sanctions restrictions, the practical significance of the project is increasing. Not being able to travel abroad, tourists will undoubtedly pay attention to the cities of Russia, which are quite interesting, diverse and informative.

The project is aimed at a young audience that quickly grasps all the mechanics and easily immerses not only in the game, but also in the educational process. To a greater extent, the bot is intended for people who want to experience a non-standard excursion, as well as just for leisure.

The bot may be interesting, it was originally developed to work in large cities, such as Moscow (the starting point for the project development) and St., estates, etc.). In particular, it can be used in the city of Khimki.

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	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350



**Figure 1. Instructions for the activity of the bot**

This project will be especially relevant in the current world conditions, in the face of a tough sanctions policy, many family and familiar destinations remain closed to our tourists, and people are starting to explore domestic destinations. The bot is designed to help them with this, allowing tourists to discover new spaces for their horizons.

The excursion bot is a promising direction that will cost quite a bit of money and effort, but will pay off in a fairly short time, realizing answers to the challenges of our time.

Interactive games using a Telegram bot are an excellent component for rethinking standard excursions, one of the easiest ways to introduce innovations (Fig. 2).

Also, thanks to him, you can see the sights on your own, while crowds of tourists do not interfere with you, which is important in our time, when the epidemiological situation is periodically aggravated. There is no seasonality here, since the person himself chooses when to use it.



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Figure 2. Reasons for choosing the Telegram messenger

The guys identified potential partners for cooperation and advertising. They are shown in fig. 3.

Today, there is a distinct lack of proper digital hospitality education and the latest technological innovations, trends and best practices. That is why the general task of the teacher is the use of digital technologies and ICT in the educational process. The main task is to prepare and create the next generation of

specialists, the so-called digital technologists, who understand digital technologies in the hospitality industry, such as business applications, artificial intelligence, robotics, project management, business process automation, are able to assess the technological needs of an organization, develop its technology strategy and the optimal technology stack required by the hotel, evaluation and selection of the most appropriate technology.

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## Потенциальные партнеры для сотрудничества и рекламы

- **KudaGo и 2Do2Go**
- + Интернет-сайты, имеющие большое количество пользователей(136к)
- **Различные информационные сайты о театрах, музеях, новостные интернет - каналы о городах**
- + Недорогая реклама, сотрудничество по бартеру
- **Частные организации и заведения**
- + Новые частные музей, выставки, экспозиции
- интересные кафе или закусочные являются перспективой для сотрудничества по бартеру



Figure 3. Partner offers

To ensure the effectiveness of practical classes, information and communication technologies (ICT) are objectively in demand. Among educational ICT business trainings are in the lead. In turn, in business trainings, the professional qualities of students are provided by business games on simulators of training objects. At the Department of Mathematics and Informatics of the RMAT, from 2013 to the present,

a virtual model of a motel has been used as a stimulator to train hospitality specialists. The model is used to demonstrate industrial relations in hotel management based on the performance of official duties by Reception administrators, sales managers, legal advisers, logisticians and accountants (Figure 4).

Корпоративная Информационная Система Ассоциации Мотелей (КИС АМ) Родигин-Трам-Мотель-РФ

Дирекция    Reserption    Отдел продаж    Отдел логистики    Отдел гл. инженера    Отдел кадров    Бухгалтерия    Юрисконсульт

Головной офис    29.03.2021 10:49

[Подробнее о Reserption](#)

Здравствуйте! Вы уже работали?

- дежурным администратором    Да    Сегодня    Нет

- менеджером по продажам    Да    Сегодня    Нет

- юрисконсульт    Да    Сегодня    Нет

- логистом    Да    Сегодня    Нет

- Зам. Главного бухгалтера    Да    Сегодня    Нет

Сегодня в Сети

Дежурный	Мах-Время	Должность
Яковлева Полина Игоревна	2021-03-29 10:47	Бухгалтер
Коровкин Алексей Владимирович	2021-03-29 10:45	Бухгалтер
Голубев Константин Алахович	2021-03-29 10:43	Бухгалтер
Рошка Сергей Андреевич	2021-03-29 10:23	Бухгалтер
Бойко Розалина Впальмировна	2021-03-29 10:16	Бухгалтер
Пармоменко Валерия Алексеевна	2021-03-29 10:12	Бухгалтер
Галжизаде Алина Эльсевар кзы	2021-03-29 10:10	Бухгалтер
Штырлова Мария Александровна	2021-03-29 09:55	Бухгалтер
Василенко Анастасия Алексеевна	2021-03-29 09:53	Бухгалтер

Figure 4. Main page of the RMAT virtual motel

The ideology of the business game is based on the performance of job duties in various production situations, formalized in the information system and offered for "resolving" in the form of case tasks and online tests. The results are evaluated in points and

recorded automatically; as a completion of the business game, it is proposed to draw up a qualifying summary of the participant, including the knowledge and skills of the specialist's job duties.

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It should be noted that the business game is fundamentally different from the study of professional applications, such as the aforementioned Shelter software, or 1C83. Applications are intended solely for automating the work of users, that is, they are a tool for increasing individual productivity. A business game is the interaction of different, both real and virtual, users on an object simulator. Moreover, this interaction can both speed up and slow down the process of controlling the stimulator. But at the end of the training, the result is always an increase in the efficiency of performing the entire range of job duties regulated by the job description. So, the process of training hospitality specialists according to the scheme:

“Instruction -> Priority of duties by time taken -> Theory > Practical lesson” seems to be justified and proven by the long-term practice of using RMAT and a number of other educational institutions in the educational process. It is worth noting that a modern graduate must have the skill of working in the most popular CRM system in Russia, Bitrix 24. To increase the competitiveness of a graduate of a tourism university, he must have a number of minimum necessary skills in Bitrix 24, namely:

1. The skill of processing outgoing calls in a CRM system, the ability to work with leads: working with calls by ip-telephony, with calls by e-mail, calls in a chat, knowing and applying the ethical standards of business communication adopted in this industry when communicating with clients.

2. Ability to work with deals (and/or leads) at various stages and apply these stages to more successfully convert a lead into a sale.

3. The ability to set up audiences for advertising, online advertising itself in popular CRM-related services, and automatic funnels based on this advertising.

4. E-mail marketing skills for various customer groups based on CRM data are also still relevant.

5. For senior positions, it is necessary to learn the basic principles of setting up a CRM system: setting up a sales funnel, deal stages, deal and lead card fields, setting up payment options (automatically issued invoices, various online payment methods, payments in chat, etc.), setting up robots in leads from transactions.

Today, not a single university or college teaches its students the basics of using and setting up CRM systems. However, there is an obvious demand from business for personnel who already have the necessary skills. It can be concluded that the introduction of training in the basics of the Bitrix 24 CRM system in the course of education and training will increase the competitiveness of graduates after graduation from a university or college.

Thus, at present, despite some shortcomings in the process of informatization of educational

activities, the highly promising educational environment of our time must meet the central challenges of the century by implementing a new educational concept that becomes the basis of a progressive educational environment and implements such areas as the fundamentalization of education in all its levels; generalization of innovative and evolving teaching methods based on the use of advanced IT; formation of a system of continuous and open education as a universal form of activity aimed at the continuous development of the individual throughout life and the creation of a system of advanced education.

The integration of information telecommunication technologies into the hotel industry is necessary for the development of the hotel business, minimizing costs, generating revenue and reaching customers. They can be seen as a strategic asset on which the hospitality ecosystem develops.

Over the past decades, information technology (IT) has played an important role in the development of the hospitality and tourism industry, they have helped to replace expensive human labor with advanced technologies and technical solutions. The introduction of integrated information technologies in the process of providing hotel business services helps to reduce labor costs and makes it possible to avoid problems with customer service.

Technology has led to the ability of hotels to reduce costs, increase efficiency, and improve customer experience. Both tourists and hospitality enterprises can derive mutually beneficial innovation from continuous improvements in information technology development, booking and guest service. Since the hotel business is closely linked to the tourism industry, booking and itinerary development is an untapped potential for the development of the hospitality industry market in Russia.

AI-based ICT tools and software provide insight into traveler intent in the form of travel requests, purchase information, search history, location and more. Thus, these ICT tools help hotels to receive tourist information about the traveler from anywhere at any time, which increases the efficiency of using information and communication technology data in the process of providing hotel services, the possibility of building long-term partnerships with customers in the implementation of interaction marketing. It is necessary to reveal the systemic and methodological aspects of the use of IT in the hotel industry. This systematic approach is shown in Figure 5.

An important incentive for the introduction of information technology in the hotel and restaurant business is cost reduction, which lies in the fact that high-speed software applications in the field of information and telecommunication technologies have become an integral part of the hospitality industry for the development of this business. Efficient ICT applications facilitate various

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operations such as customer-management relationships, supply chain management, and so on. This means that tasks such as hotel selection and booking, ordering, purchasing, payment tracking, reporting, etc. are now performed by ICT. Thus, it helps the hotel business to work efficiently with a limited number of staff. Hotels now connect directly with guests, offering personalized experiences and hospitality.

It should be noted that in the wake of the Covid-19 pandemic, changing guest behavior has created a demand for contactless technology innovation. For example, contactless check-in/check-out, automatic on/off lights, air conditioners, fans, voice search

commands, automatic blinds and window coverings, and equipment that may be in the hospitality industry.

\* ITS - information technologies and systems; PR - public relations; CIS - corporate information systems; ERP systems (Enterprise Resource Planning - hotel business resource planning) allow you to combine the main elements of production and commercial activities (production, planning, finance and accounting, logistics, sales, inventory management, order management for the manufacture and supply of products, provision of services), CRM is a customer relationship management system aimed at maintaining a given level of sales of services. MIS - marketing information systems.

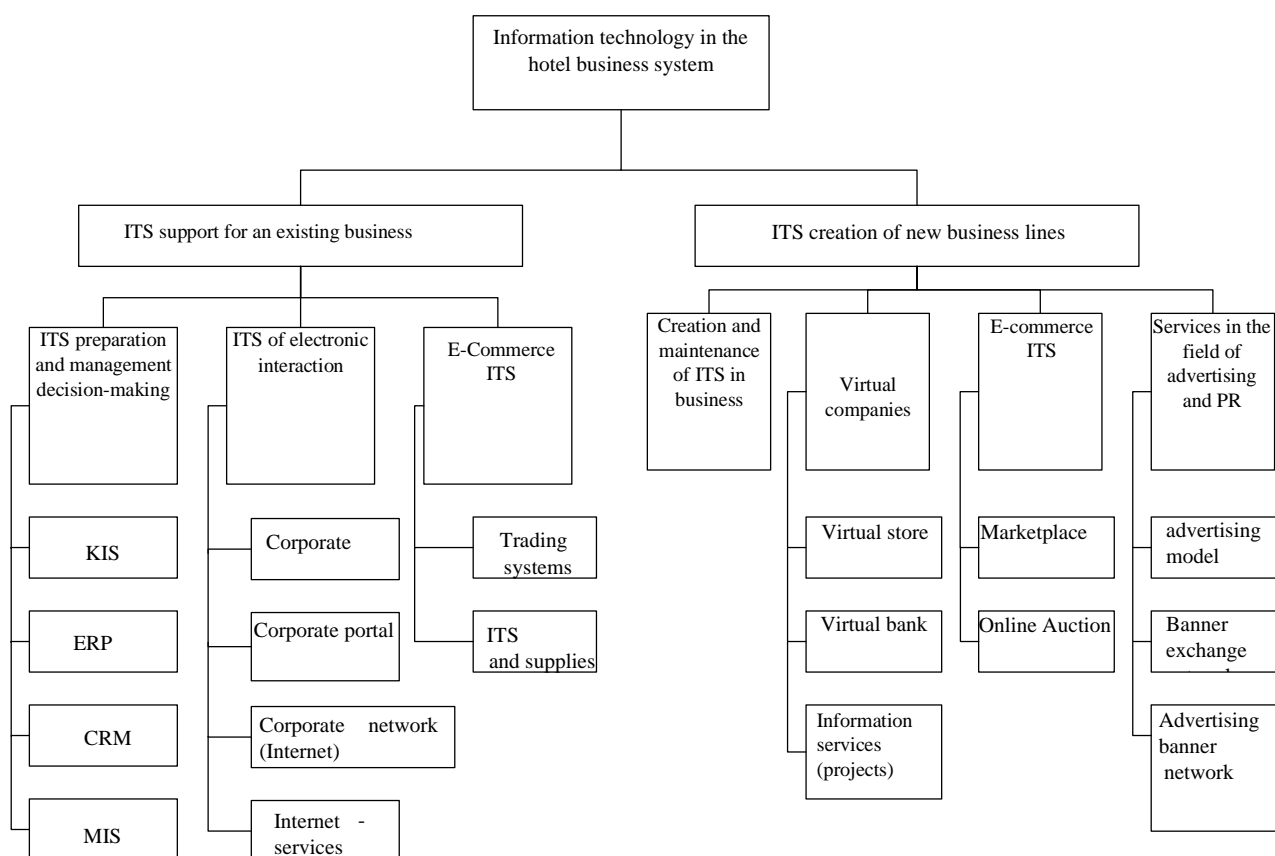


Figure 5. Use of IT in the hotel business system

In addition, the use of a digital menu card when ordering, hassle-free QR code scanning and robotic staff contribute to a contactless and safe interaction with visitors. The use of chatbots in the communication process, that is, special programs for communication, also significantly increases the effectiveness of communication with the company's customers. Structural cabling, telephony, television (including cable), electronic racing lock control system, Wi-Fi and Internet connection, hotel accounting software, restaurant and spa management systems, ERP systems (warehouse calculation, accounting and financial systems and etc.) in the hotel

business must also be considered as information technology and its use. Much attention in the development of information technologies in the field of hospitality is given to the online booking system. Thanks to hotel sites, a client anywhere in the world can find a suitable hotel according to individual parameters: location, comfort level, cost, availability of additional services.

There are different types of online hotel reservations. General hotel selection networks, where the user can only know specific hotels that are not associated with specific networks, but work with all hotels with which he has an agreement (receives a



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percentage of sales). For example, booking.com, hotels.com, oktogo.ru, hotel.tutu.ru, ostrovok.ru, 101hotels.com/russia, hotels.ru, travel.yandex.ru/hotels, etc.

We can single out the following areas that are promising for the use and development of the hospitality industry.

Internet and marketing. The Internet has a strong influence on the hotel business and tourism.

Computer systems. Computer systems facilitate communication between larger hotel chains located in multiple locations. They also help inform staff and facilitate access to information, which greatly improves the comfort of guests when choosing services and offers.

Mobile connection. Mobile tablets and smartphones continue to replace desktop computers. Communication with hotel guests through them allows you to notify customers about changes and delays in bookings, provide additional services through the GPS system and track the movements of guests.

- work in numerous languages of the world,
- search for hotels and inns around the world, self-booking,
- it is easy to compare prices for other hotels in the city,
- all data is taken directly from the hotel database,
- Accor
  - advice on booking by phone, free loyalty program.
  - when requesting hotels in the city, a complete list of hotels in the city where you can book rooms is issued,
  - the largest selection of hotels,
  - for each hotel there are several different rates and room categories,
  - it is possible to search for a hotel by a large list of additional Amadeus services,
  - payment directly to the hotel, the possibility of visa support from the hotel.
  - when requesting hotels in the city, a complete list is issued, it is possible to compare prices,
  - you can see on the city map where all the presented hotels are located and choose the most convenient one,
  - it is possible to sort hotels alphabetically, by price, by stars,
- Tourico
  - by location in the city,
- GTA
  - it is possible to book several hotels in the city at once,
- MGHotels

• It is not necessary to pay the hotel at the time of booking.

Consider the main highly competitive strategies in the field of information technology, which can significantly improve the quality of the services offered in the hospitality industry, namely:

1. PMS (Property Management System). The introduction of PMS (Property Management System) into the work can greatly improve the quality of customer service and form a positive image of the hotel in their eyes. PMS (Property Management System) is a hotel management software that allows you to streamline your business tasks by making your operations more flexible. The main advantages of installing PMS in a hotel:

- Sales Channel Integration: Provides the ability to instantly retrieve booking information from all online and offline channels to prevent disruptions and ensure operational flexibility. in addition, to enable hotel managers to provide their guests with quality accommodation services;
- business automation - prevents failures and speeds up processes;
- Guarantee of an easy-to-use interface: it allows you to find and organize information in an understandable way;
- monitoring through strategic reports: helps the manager to apply more effective strategies, increasing the visibility of the hotel in the market;
- the opportunity to offer the hotel an innovative way to interact with the guest: provides flexibility and efficiency in the provision of an expanded range of services offered.

2. Channel Manager. To simplify the task of booking, using the Channel Manager is a great option. Channel Manager is a hotel manager that will help you manage your hotel processes and increase sales.

3. Booking system. This is because the booking system allows customers to make reservations directly on the hotel website or social media, bypassing intermediaries. Consequently, sales will be more profitable, as commissions will not be charged. In addition to avoiding the possibility of manual errors or duplicate reservations, as the engine undergoes an integrated real-time update with other tools.

4. Business intelligence (BI). Due to the high competition and demand in the hospitality sector, BI is a smart way to manage your business effectively. The process goes through the following stages, which requires constant collection, organization, analysis of data and reports, control and updating of data, which will help the hotel manager make decisions and track the results of the hotel business. In this way, it will be possible to collect data on the Internet and evaluate the impact of your hotel's marketing strategies in comparison with competitors.

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5. Hotel management software. This technology is a desktop or web-based tool designed to assist managers in the tourism and hospitality industry with a variety of procedures, from sales and booking processes to managing hospitality tasks. It offers cloud storage and other important features for efficient hotel management.

6. Hotel rooms in high-tech style. These rooms offer convenience and comfort with the use of devices with great technological application to meet the needs of the hotel's clients. These services go far beyond Wi-Fi accessibility: they allow you to perform actions such as turning the TV and air conditioner on and off, registering, opening and closing the bedroom door, for example, using only a smartphone, tablet or some other device.

7. CRM system. It helps to understand the needs of your guests through technology solutions that collect information and promote hospitality services. It must be understood that customer satisfaction is related to managing the behavior of consumers of hotel services and the process of interacting with them before, during and after the stay. Therefore, it is necessary to pay attention to the development of CRM - systems in the implementation of the interaction marketing strategy.

8. Digital Marketing. Given today's scenario, investing in digital marketing strategies will help the hospitality industry attract more guests, build relationships, and create a positive customer experience for the brand. Some of the main digital marketing strategies for the hospitality industry include: creating a website and/or blog for your hotel, using Google services, email marketing, and managing hotel information on social networks.

9. GPS beacons. A beacon geolocation device that can determine where guests are in a hotel. Therefore, when a guest is in a location such as a spa, gym, restaurant, and bar, they can receive notifications about promotions and other activities specific to these places. Thus, this allows the hotel to improve the work with its customers through the Bluetooth system.

10. Early check-in and check-out. The guest may receive a link via email or message where they will fill in all their details in advance and take the opportunity to confirm the booking. This greatly speeds up the process of filling out the necessary documents for accommodation in a hotel and issuing keys to him. Upon check-out, the guest receives an invoice and payment rules by following the same steps.

These technologies in the hospitality industry make it easier to accommodate guests at the time of their arrival, improving the service at the front desk.

11. Whatsapp. Direct booking is facilitated by the use of the WhatsApp system. This is due to the fact that the application is free and the most used social networks in the world. The main advantages of

this communication channel for the hotel are: optimization of your team's time, efficiency in service and widespread use of direct bookings.

12. Chatbot. This is a messaging software that works and manages the chat as if it were a direct communication with the hotel manager.

This technology allows the hotel to be available even after hours to answer customer questions at any time of the day or night when guests tend to socialize more outside of business hours.

Thus, investment in these technological innovations in the hospitality industry is essential to provide a differentiated and more dynamic experience to its guests. The use of technology in the hospitality and tourism industry has helped speed things up and make travel more enjoyable and efficient. Technology helps not only large chain hotels, but can also be useful for the interaction between business systems and other small companies in the industry. Travelers are now interested in self-guided itinerary using electronic media, platforms, high-tech products and ICT equipment. The integration of modern platforms and programs in the hotel industry system allows you to increase the influx of tourists and the profit of the hotel, hotel and restaurants, this will require technological, information, communication modernization of their work.

Features of the economic and geographical position. The Republic of Karelia is located in the northwest of the Russian Federation and is part of the Northwestern Federal District. Karelia borders in the south with the Leningrad and Vologda regions, in the east with the Arkhangelsk region, in the north with the Murmansk region, and in the west the border of the republic coincides with the state border of the Russian Federation and the Republic of Finland (part of the European Union).

In the northeast, the region is washed by the White Sea, which potentially creates opportunities for direct access to the World Ocean with the appropriate development of port infrastructure. The White Sea-Baltic Canal, passing through the territory of the region, connects the Baltic and White Seas. The presence of access through the White and Baltic Seas to the basin of the Arctic and Atlantic oceans, to the Northern Sea Route is a potential tool for the development of shipping, fish processing, and can also be used for tourism purposes, in particular, through the city of Kem passes the shortest route to the Solovetsky islands.

The main feature of the economic and geographical position of the Republic of Karelia is the common extended border with the Republic of Finland (European Union) with a fairly developed border infrastructure. The proximity of a highly developed country creates conditions for strengthening international relations. In addition, the region is distinguished by its relative proximity to the

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constituent entities of the Russian Federation with a high potential for the consumer market - St. Petersburg, the Leningrad Region, as well as to the regions of Central Russia. The republic has an advantageous transit position between large industrial centers and ports located on the territory of the Murmansk, Vologda and Leningrad regions, which is strengthened by the presence of main railway, road and inland water transport facilities.

The favorable economic and geographical position of the Republic of Karelia contributes to the development of interregional and international trade, attracting tourists, technology transfer, and so on.

agro-climatic conditions. The climate of Karelia is transitional from maritime to temperate continental, relatively mild with an abundance of precipitation and predominantly cyclonic weather. The main part of the republic is located in the Atlantic-Arctic zone of the temperate zone. Agro-climatic resources in the southern part allow growing a number of agricultural crops typical for the non-chernozem zone. But the opportunities for crop production in the open field are limited - the region is classified as a zone of risky farming. Dairy and meat animal husbandry is promising.

The watershed between the basins of the Arctic and Atlantic Oceans passes through Karelia: most of the territory belongs to the catchment area of the White Sea of the Arctic Ocean, the smaller part belongs to the catchment area of the Baltic Sea of the Atlantic Ocean (about 60% and 40% of the territory, respectively). The river network of Karelia is represented by about 28 thousand rivers with a total length of about 83 thousand km (the density of the river network is 0.46 km per sq. km), about 20% of the region's territory is lakes and artificial reservoirs. About 17 thousand square meters. km falls on parts of the water areas of Ladoga (most of the water area) and Lake Onega (about 80% of the water area) located within the Republic of Karelia. Marshes and wetlands occupy 35.4 thousand square meters. km, or 19.63% of the territory of the Republic of Karelia. Water bodies have significant potential for sports tourism,

The combination of a variety of natural landscapes, a large number of water bodies and a generally favorable environmental situation determine the high tourist and recreational attractiveness of the region not only for residents of Russia, but also for foreign tourists.

The mineral resources of Karelia are represented by more than 50 types of minerals. More than 1000 deposits are included in the state balance of mineral reserves. In Karelia, the reserves of non-ferrous and rare metals suitable for industrial use are taken into account. Non-metallic raw materials are represented by deposits of muscovite, pegmatite, quartzite, kyanite, building and ornamental stone, shungite, as well as sands and clays. The Republic of Karelia also has significant reserves of peat, which can be

considered a reserve energy carrier capable of covering a significant part of the energy needs of the region.

Promising minerals that will be in demand in the near future are iron, chromite, iron-vanadium-titanium, uranium-vanadium, copper-nickel and molybdenum ores, precious metals, platinum group metals, graphite, diamonds, as well as pegmatite, feldspar raw materials for the porcelain, glass and faience industry, raw materials for the stone industry, stone for crushed stone and facing stone.

The northern municipalities in the Republic of Karelia (Belomorsky, Kalevsky, Kemsy and Loukhsky districts, Kostomuksha urban district) belong to the regions of the Far North, the rest - to areas equated to the regions of the Far North, which is associated not only with natural and climatic conditions, but also with transport remoteness. A number of municipalities in the republic are significantly removed from the main transport routes (Kalevsky, Muezersky districts, Kostomuksha urban district, partly Suoyarvsky and Loukhsky districts). The Belomorsky, Kemsy and Loukhsky regions became part of the Arctic zone of the Russian Federation.

At the same time, since 2013, the concentration of the population in the capital has increased by 6.5 percentage points. The high concentration is due, among other things, to higher wages in Petrozavodsk - it is about 20 - 30% higher than the average for the region (according to Kareliastat data on large and medium-sized organizations - by 6%).

The demographic burden in the region is 783 people of non-working age per 1,000 people of working age, which is significantly higher than the national average (740 people in 2019). The decline in the share of the younger generation and the growth in the number of older people in the labor force worsens the structure of the labor market.

Thus, the Republic of Karelia is distinguished by its unique geographical position and rich natural and cultural potential for the development of industries and services, including creative industries and tourism, but, like many northern regions of Russia, it is characterized by the inaccessibility of many territories, unfavorable climatic conditions and unfavorable demographic trends, which limits, and often makes impossible, the development of the modern economy.

1. Growing tension in the social sphere, high public debt of the Republic of Karelia and slowdown in economic growth due to the deterioration of the macroeconomic environment, the development of crisis phenomena in the economy and changes in tax legislation.

2. The current structure of the gross value added and the structure of the use of the gross regional product of the Republic of Karelia does not allow

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providing the necessary conditions for entering the trajectory of sustainable economic growth.

3. Unstable dynamics of industrial production combined with the absence of positive changes in the structure of gross value added and the structure of industry.

4. The current structure of employment of the population and the lack of highly productive workers in the sphere of material production in the Republic of Karelia causes high budget expenditures and rather low labor productivity indicators.

5. Decrease in production volumes and unstable situation in the field of agriculture, combined with high positive dynamics of development - economic complex.

6. Decrease in production volumes, unstable situation and growth of spatial heterogeneity in the forest complex of the region, combined with a high level of demand for timber (forest resources).

7. Preservation of high spatial heterogeneity of the economic complex of the Republic of Karelia, concentration of production in monospecialized settlements.

The high proportion of single-industry towns in the volume of industrial production and the total population is one of the key socio-economic features of the Republic of Karelia.

An analysis of the existing spatial, socio-economic and environmental potential, the main trends and features of the socio-economic development of the Republic of Karelia allows us to identify the following conditions and limitations for the development of the region.

The main elements that form the internal potential of the socio-economic development of the Republic of Karelia are the following:

- the presence of a significant operational reserve of natural resources (mineral, forest, biological water, land, fuel and energy, tourist and recreational), which can be additionally involved in economic turnover;

- the presence of large industrial enterprises with serious technological competencies and significance in international and Russian markets, with a high potential for expanding and increasing production volumes, creating new jobs, developing cooperation with small businesses;

- the presence of a sufficiently large number of potential investment sites such as Greenfield and Brownfield, as well as unused agricultural land that can be used to form attractive investment sites;

- economic and geographical advantages, expressed in a convenient transit location, proximity to the capacious consumer market of the St. sea way and railway way;

- historically high civil and entrepreneurial activity of the population, which can be enhanced by the development and implementation of measures aimed at encouraging and supporting public

initiatives, the development of small and medium-sized businesses;

- a relatively high level of development of the information and communication infrastructure in Petrozavodsk and the concentration of competencies for the training of specialists in this area;

- a high level of development of the scientific and educational complex (including universities, secondary vocational educational institutions, scientific organizations), which is the basis for the preparation and provision of existing and new enterprises with highly qualified personnel, as well as for the development of innovative activities;

- high national - cultural, historical and spiritual potential of the Republic of Karelia, the presence of a large number of historical and cultural monuments.

The use of the existing internal potential for the socio-economic development of the Republic of Karelia is associated with a number of restrictions that can be removed due to the development and implementation of a set of relevant measures and projects:

- growing demographic load, decrease in the number and density of the population, the outflow of young people and university graduates, increased migration outflow of the most qualified personnel abroad, to St. Petersburg and Moscow, a decrease in the quality of migration inflow to the region;

- insufficient development and unsatisfactory quality of transport infrastructure in municipal districts in the Republic of Karelia, a high level of depreciation of the main objects of transport infrastructure of republican and local significance;

- an increase in the volume of generation of production and consumption wastes with a low level of their utilization and processing, poor quality of drinking water and water treatment in a number of settlements of the Republic of Karelia;

- high tariffs for connection to networks in the presence of a shortage of energy capacities in a number of municipal districts of the Republic of Karelia, low level of gasification;

- high level of deterioration of housing and communal, road infrastructure in most urban and rural settlements of the Republic of Karelia, low availability of social infrastructure facilities in remote settlements, as well as low comfort of the urban environment;

- weak technological development and a high level of depreciation of the industrial infrastructure of a number of enterprises and industries, which necessitates their modernization;

- the presence of mono-profile municipalities with a high risk of worsening the socio-economic situation.

An analysis of the main trends and problems of the socio-economic development of the Republic of



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Karelia, an assessment of the potential and limitations of its use made it possible to identify the following main disproportions and imbalances in development:

- territorial unevenness of development: growing disproportions in the level and dynamics of the socio-economic development of individual municipalities, the difference in the level and quality of life in urban and rural areas;

- concentration of the population and labor force: an increase in the concentration of the population and business entities in the city of Petrozavodsk, combined with the acceleration of depopulation processes in remote parts of the republic, the formation of a trend towards the formation of a mono-centric region;

- growing competition for young professionals and qualified personnel from the city of Moscow, St. Petersburg, the southern regions of Russia in terms of advantages in the quality of life, opportunities for self-realization, the comfort of the urban environment, the quality of leisure;

- imbalance between the needs of the regional labor market and the profiles of training in organizations of higher and secondary vocational education, as well as between the requirements of employers for the quality of vocational training and the capabilities of educational institutions;

- imbalance in terms of a high level of development of science and education, on the one hand, on the other hand, insufficient interaction between educational, scientific organizations and organizations in the real sector of the economy;

- maintaining a high level of public debt and restrictions on the introduction and use of tax incentives for business and entrepreneurship, if it is necessary to implement an active investment policy and search for opportunities to provide state support for investment and entrepreneurial activity;

- the high role of small business and tourism in creating new jobs and ensuring self-employment of the population with a large share of the shadow sector in these areas of activity;

- digital divide - the presence of settlements that are not provided with cellular communications and / or access to the information and telecommunications network "Internet" with a general high development of information and communication infrastructure in large cities;

- the presence of great opportunities for the development of border trade and foreign economic activity while maintaining and tightening economic and other sectoral sanctions by foreign states.

The main opportunities for removing the above-mentioned restrictions and disproportions of development include:

- ensuring the planned volumes of financing of the federal target program "Development of the Republic of Karelia for the period up to 2020" and the

implementation of the activities planned in it from the budget of the Republic of Karelia;

- expanding the participation of the Republic of Karelia in federal government programs, the federal investment program with the concentration of resources and attention on several breakthrough infrastructure, economic and social projects that can provide a serious multiplier effect for the Republic of Karelia, including in the development of single-industry towns, rural areas, development of the Arctic territories, etc.;

- active use of new instruments of state support and development of certain territories, including the creation of territories for advanced socio-economic development, industrial parks and other tools;

- rebooting industrial and innovation policy, combined with the development of new forms and instruments of state support for investment projects, the creation and improvement of the efficiency of regional development institutions;

- development of interregional and international cooperation in terms of the implementation of integrated projects of environmental and tourism orientation, including interregional projects related to the development of tourism on the Ladoga and Onega lakes, the White Sea and the Solovetsky archipelago, projects for the development and development of territories that are part of the Arctic zone of the Russian Federation and others projects;

- attracting resources of cross-border and interregional cooperation at the federal, regional and local levels for the socio-economic development of the territory, using the potential of cross-border cooperation programs between Russia and the European Union, their implementation;

- implementation of major infrastructure projects, including the modernization and development of the Petrozavodsk (Besovets) airport, the modernization and construction of seaports, the modernization of transit railway and automobile federal routes to Murmansk and the Republic of Finland, the use of the potential of the Belkomur project, the development of energy infrastructure and gasification, etc. .;

- a radical improvement in the quality of the regulatory environment and an improvement in the investment climate, the removal of administrative barriers and administrative pressure on small and medium-sized businesses, the creation of favorable institutional conditions, the development of a special infrastructure to support entrepreneurship;

- overcoming the trend towards a decrease in the share of the younger generation and an increase in the share of older people in the labor force through the implementation of measures to retain qualified young personnel in the region;

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- implementation of advanced urban planning practices and approaches to the development of the urban environment, improving the quality of the urban environment, public spaces to improve the comfort of living in order to preserve and increase human capital, reduce population migration;

- integrated development of the scientific and educational complex, aimed at the formation of high-tech entrepreneurship and the preservation of highly qualified personnel, the formation of science-intensive services in the city of Petrozavodsk in the field of health care, recreation, information technology;

- technological modernization to increase the depth of processing of raw materials and the production of finished consumer products by attracting, implementing and supporting investment projects aimed at creating the production of new types of products with high added value from local raw materials;

- the formation of industry clusters (timber industry, fisheries, tourism, scientific and educational, etc.) due to state support measures and stimulation of cooperation processes and the organization of joint ventures, which will increase the intensity of resource use, the competitiveness of products and services, and will also allow to concentrate production in the region chains and the added value they generate;

- creation of conditions for the formation of the Republic of Karelia as a center of ecological and health tourism of all-Russian significance, the preservation of biodiversity and natural landscapes, the involvement of specially protected areas and objects of regional significance in the development of the tourism sector in the republic;

- promotion and implementation of environmental programs aimed at the development of separate waste collection, plastic recycling, the introduction of "green technologies" in industry, the development of waste processing enterprises, the development of water treatment infrastructure, and improving the quality of drinking water;

- reducing the energy deficit of the territory by supporting the development of alternative and renewable energy, including small hydropower plants, the development of wind energy, bioenergy based on the use of local bioenergy resources (including wood waste), solving problems of tariff setting (last mile and cross-subsidization) to launch projects in areas of alternative energy and their development and support;

- organizing the supply of products to retail chains of large cities and agglomerations of the country focused on healthy and environmentally friendly food products, promoting products of Karelian manufacturers based on the formation of a unique trademark and the creation of a single regional distributor to ensure their sale in other regions of Russia and abroad.

The SWOT Strategies Matrix presents the main strategies that will allow you to take advantage of the strengths and opportunities open to the region in order to level the threats and eliminate the weaknesses of socio-economic development.

The Republic of Karelia, in comparison with other regions of the Russian Federation, has a relatively high human potential, a developed scientific and educational complex, and a unique economic and geographical position. At the same time, there is a tendency to reduce the population, the movement of residents from hard-to-reach regions to the capital of the republic, as well as a tendency to outflow of the most qualified personnel from the region. The loss of human capital is due to fundamental conditions and restrictions for development. In addition, it is worth noting the significant infrastructural problems of development, including the underdevelopment of transport accessibility of individual settlements and communications in them.

The strategy is being implemented in three stages.

The first stage (2021-2025) is the creation of basic conditions for the sustainable development of the Republic of Karelia. Priority is given to the development of engineering, energy, transport infrastructure, communications, i.e. in general, the creation of basic conditions for the formation of a sustainable development model. In addition, social infrastructure will be developed, conditions will be provided for improving the quality of healthcare, education, including additional education.

An important element of the regional economic policy will be the creation of the necessary conditions (legal and organizational) for increasing investment and the development of new industries and sectors of the economy, new industrial policy instruments and measures will be implemented to diversify the economy of single-industry towns, to increase the competitiveness of local producers, the volume and list of measures of state support for entrepreneurship. A special place in regional policy will be given to reducing the state debt of the republic and bringing it into line with the requirements of the Budget Code of the Russian Federation.

The results of the implementation of the first stage of the Strategy (under the forced scenario) will be:

- achievement of the GRP of the Republic of Karelia in 2021 of the value of 327 billion rubles;

- increase in investments in fixed capital up to 65 billion rubles;

- increase in life expectancy by 2 years (up to 72.5 years); reduction of emissions of pollutants into the atmosphere by 8%;

- reduction in the proportion of drinking water samples that do not meet the standards from 30 to 15%;

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increase in the area of protected areas up to 2.45% of the total area of the territory of Karelia; growth in the number of persons accommodated in collective accommodation facilities, up to 590 thousand people (now - 414.6 thousand people);

the growth in the share of small and medium-sized businesses in the GRP of the region will increase to 29.3%;

growth in the share of small and medium-sized businesses in employment to 31.2%;

an increase in the share of high-tech and knowledge-intensive sectors of the economy in GRP to 17.8%, an increase in exports of non-commodity non-energy goods to 673 million US dollars.

The second stage (2026 - 2030) is the formation of a new development model for the Republic of Karelia based on the principles of sustainable development, the implementation of the provisions of the Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2035".

At the second stage, the "decoupling" of bottlenecks in the engineering, transport, energy infrastructure, and communications system will continue. The formation of the basis of the transport framework of the republic will take place, all settlements of the region will be provided with transport communications (including public transport). In the sphere of industrial and investment policy, the measures, the implementation of which was launched at the first stage (diversification, cluster policy, "reset" of industrial policy), will be scaled up and refined. Particular attention will be paid to expanding state support for inter-industry and intra-industry cooperation between enterprises and increasing the efficiency of production clusters as tools for concentrating production chains and added value in the territory of Karelia.

In the social sphere, the implementation of the policy of introducing digital technologies will continue. The quality of social services is provided at the level of the best Russian practice, queues for kindergartens have been completely eliminated, including for children aged 0-3 years. All target values of the Decree of the President of the Russian Federation dated May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2035" will be achieved, including within the framework of national projects in the areas of "demography", "health", "education", "housing and urban environment", "ecology", "safe and high-quality roads, labor productivity and employment support", "science", "digital economy", "culture", "small and medium-sized businesses and support for individual entrepreneurial initiative,

The results of the implementation of the second stage of the Strategy (under the forced scenario) will be:

achievement of the GRP of the Republic of Karelia in 2035 of the value of 400 billion rubles;

increase in investments in fixed capital up to 87 billion rubles; increase in life expectancy to 74 years;

reduction of pollutant emissions into the atmosphere by 17% compared to the level of 2017;

reduction in the proportion of drinking water samples that do not meet the standards to 3-5%;

increase in the area of protected areas up to 2.56% of the total area of the territory of Karelia; growth in the number of persons accommodated in collective accommodation facilities, up to 847 thousand people;

growth in the share of small and medium-sized businesses in the region's GRP to 35.5%; growth in the share of small and medium-sized businesses in employment to 36.2%;

an increase in the share of high-tech and knowledge-intensive sectors of the economy in GRP up to 20%, an increase in exports of non-commodity non-energy goods to 870 million US dollars.

The third stage (2030 - 2035) is the implementation of the sustainable development model, improving the quality of life, a breakthrough in the development of human capital sectors. It is planned to scale up the best experience of social policy, introduce a human-oriented and environmentally oriented approach to economic development. Lean production technologies will be introduced in all municipal and regional institutions, including healthcare institutions. Environmentally friendly technologies will be widely used in industry. Urban districts will be developed taking into account the principles of creating a modern humanistic urban environment. Emergency repairs in housing and communal services will be replaced by planned ones, all bottlenecks in the infrastructure (transport, energy, engineering, communications) will be eliminated.

In the Republic of Karelia, modern mechanisms for managing the region will be implemented, the most advanced practices of public participation, mechanisms of direct democracy and digital technologies of smart cities will be introduced. The Republic of Karelia will receive an investment grade credit rating.

The results of the implementation of the third stage of the Strategy (under the forced scenario) will be:

achievement of the GRP of the Republic of Karelia in 2025 of the value of 500 billion rubles; increase in investments in fixed assets up to 120 billion rubles;

increase in life expectancy up to 80 years;

reduction of pollutant emissions into the atmosphere by 30% compared to the level of 2017;

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achievement of a 100% share of drinking water samples that meet the standards; increase in the area of protected areas up to 2.7% of the total area of the territory of Karelia; growth in the number of persons accommodated in collective accommodation facilities, up to 1,500 thousand people;

growth in the share of small and medium-sized businesses in the region's GRP to 37%;

growth in the share of small and medium-sized businesses in employment up to 40%;

increase in the share of high-tech and knowledge-intensive sectors of the economy in GRP up to 25%;

increase in exports of non-commodity non-energy goods up to 1100 million US dollars.

In the long-term development of the region, three main scenarios can be distinguished: conservative (inertial), targeted, forced (federal).

The implementation of the scenarios depends primarily on the general economic and political situation in Russia and abroad, the positioning of the Republic of Karelia at the federal level (the scale of initiation of projects by the Republic of Karelia at the federal level, the amount of funding under the federal target program "Development of the Republic of Karelia for the period up to 2035 years"), as well as the degree of implementation of key measures of the federal socio-economic policy, including Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2035", measures in the field of development human capital, investment attractiveness, environmental and infrastructure development.

The conservative (inertial) scenario assumes gradual changes in the socio-economic development of the republic, the main parameters of competitiveness will change inertially, including due to the influence of external market factors (preservation of the economic sanctions regime), maintaining the structure and volume of federal support, including the Federal Target Program "Development of the Republic Karelia for the period up to 2035". The federal targeted program itself will be successfully completed, but the likelihood of its continuation after 2035 is assessed as low.

In general, almost the entire "development budget" of the Republic of Karelia will be directed to the implementation of the Decree of the President of the Russian Federation dated 07.05.2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2035", ensuring the stabilization and balance of the budget system republic, including servicing and reducing the public debt, as well as leveling the possible consequences for the budget of the republic due to possible changes in the system of interbudgetary relations.

The trends of depopulation and monocentricity will continue, although their acceleration will not be recorded, including due to the action of external factors characteristic of most regions of Russia, the implementation of individual federal policy measures. The city of Petrozavodsk will continue to be the key economic center of the republic, whose economy will remain predominantly raw materials and old industrial, with a characteristic low rate of renewal of fixed assets, the use of production technologies of the third and fourth modes.

The Republic of Karelia will continue to inertially lose human capital, this will be partially offset by the influx of personnel for individual investment projects. The development of the economy will follow an inertial model with the preservation or slight growth of extra-budgetary investments in fixed assets. However, their volume will only make it possible to ensure the reproduction of retiring fixed assets and compensate for the decline in their value.

The target scenario assumes the focus of regional policy on solving priority socio-economic problems in such a way that at the first stage the necessary conditions and incentives are created to accelerate the socio-economic development of the Republic of Karelia, at the second stage - to completely eliminate the factors that force the population to leave the region.

The development budget of the Republic of Karelia after 2025 will be based on the approved new FTP after the implementation of the FTP "Development of the Republic of Karelia for the period until 2035", which will allow focusing efforts not only on solving the priority tasks set in Decree of the President of the Russian Federation dated May 7, 2018 No. 204 "On the National Goals and Strategic Objectives of the Development of the Russian Federation for the period up to 2035", but also on the elimination of individual bottlenecks in all priority areas of the development of the republic - in the social sphere, engineering and transport infrastructure, in the field of environmental development, scientific and technological sphere and etc.

The main infrastructure problems of the republic, including a modern transport system and a communication system (mobile communications and the Internet in all settlements), are expected to be resolved by the end of the 2035s as the level of federal support increases, including within the framework of projects co-financed from the regional budget, attracting extrabudgetary funds.

The key points of growth in the field of economic development will be small and medium-sized investment projects implemented using targeted state support tools, as well as using new and existing industrial policy mechanisms: benefits and forms of support for TASED, services of industrial parks, programs to support development institutions of the Russian Federation, cluster policy mechanisms. A



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separate point of growth will be small and medium-sized businesses, including high-tech ones. The main increase in the number of new jobs will be provided through the development of mass entrepreneurship, including tourism, hotels and restaurants, trade and services, as well as through the development of social services and health improvement.

In the social sphere, it is planned to create conditions for ensuring a high level of quality of life, the introduction of advanced technologies in healthcare (including digital), ensuring the availability of additional education for children, preschool education. Active support of scientific and educational institutions will continue, conditions will be created to increase the global competitiveness of the scientific and educational sector of the Republic of Karelia. The Republic will retain the status of one of the major Russian centers of science and education.

The Republic of Karelia will use the spatial potential of individual territories. For each territory, smart specialization projects will be identified, a unique role in the socio-economic system of the Russian Federation and the region will be identified, taking into account the diversity and specifics of the available resources. This approach will make it possible to diversify the policy towards municipalities and use the natural advantages of the Republic of Karelia in the diversity of resources and potential of individual territories over other regions of the Russian Federation.

The accelerated (federal) scenario will be implemented in conjunction with the ongoing socio-economic policy at the federal level, including the implementation of measures by the Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2035 year", development strategy of the North-West Federal District. The scenario is based on a possible change in federal policy aimed at increasing the share of taxes received by regional and municipal budgets and increasing the independence of regions and municipalities.

The accelerated scenario implies going to the federal level with initiatives and launching large-scale (flagship) projects of federal significance, positioning the Republic of Karelia as one of the best regions of Russia in the environmental sphere, tourism, science and education, as well as production technologies. The credit rating of the region will improve significantly.

When implementing this scenario, it is supposed to solve the main infrastructure problems of the region, including the construction of large linear facilities, energy infrastructure, transport and communications infrastructure. After the successful implementation of the FTP "Development of the Republic of Karelia for the period until 2023", it is possible to approve a new FTP after 2025 and a

significant increase in the participation of the region in the implementation of federal target and investment programs.

The Republic will be transformed in terms of indicators of the quality of life of the population and the value of leisure, the creation of a humanistic urban environment in urban districts, new jobs, the transition to a model of sustainable environmental and economic development. The role of the republic as a center of ecological and health tourism in Russia, as well as a center of science and education of the North, an original and diverse, dynamically developing region with traditional and high-tech industries, is growing.

The region will be aimed at building a new quality of growth based on a new technological paradigm, involving the deep processing of resources, the use of renewable energy sources and waste-free production. A model of sustainable development will be formed, which implies a harmonious and interconnected ecological, social and economic development, which will make it possible to meet the needs of future generations, preserve and expand ecosystems, and move from a model of consumption growth to a model of sustainable growth in the quality of life.

Among the key measures of economic policy, one can single out measures to support the diversification of the economy of single-industry towns, the intensification of international and interregional cooperation, the development and implementation of new forms of state support for investors, the creation and functioning of development institutions (regional industrial development fund, cluster development centers), support for small and medium-sized businesses.

### Development of the road network and roadside infrastructure

The task is to develop and improve the network of public roads, ensuring safe and uninterrupted passenger and freight transportation, increasing the availability and quality of transport services, population mobility, and introducing the principles of zero tolerance for road accidents.

#### Main activities:

increasing the indicators of the transport and operational condition of public roads of regional and local importance;

- elimination of unsatisfactory road conditions that cause a decrease in the average speed of movement on public roads of regional significance and the occurrence of traffic accidents;

- attraction of funds from the federal budget for the implementation of measures for the development of road infrastructure;

- increasing the efficiency of the use of funds allocated for the maintenance and repair of roads of

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regional and local significance in the Republic of Karelia;

- introduction of modern technologies to increase the overhaul life of roads and artificial structures, including the restoration of road surfaces using recycling technology;

- continuation of work on the transfer to federal ownership of roads owned by the Republic of Karelia (Kochkoma - Tiksha - Ledmozero - Kostomuksha - state border, Petrozavodsk - Oshta, Medvezhyegorsk - Tolvuya - Velikaya Guba - Oyatevshchina, etc.);

- construction of modern bridge crossings instead of wooden ones on public roads of regional and intermunicipal significance, reconstruction of bridge crossings that are in disrepair;

- allocation of subsidies from the Road Fund of the Republic of Karelia to co-finance the expenditure obligations of local governments for the repair of roads and bridge structures in order to improve the condition of local roads in the settlements of the republic;

- creation of modern pedestrian crossings (illumination, zebra, ease of use for pedestrians, etc.) through highways that are in federal and regional ownership, including, if necessary, the installation of traffic lights;

- increase in the number of automatic systems for photo and video recording of traffic violations, including driving into oncoming lanes, monitoring compliance with high-speed traffic, etc., primarily in the most dangerous places in accordance with the statistics of traffic accidents;

- construction of service infrastructure on highways owned by federal and regional authorities (emergency call points, places for recreation);

- development of an action plan to expand the network of forest roads in remote areas at the expense of investors and the federal center;

- reconstruction of the bus station in the city of Petrozavodsk and the backbone network of bus stations of the Republic of Karelia;

- optimization and expansion of the inter-municipal route network of public transport, taking into account the opinion of the population, taking into account the opinion of residents in the construction of new public transport stops;

- renewal of the public transport fleet of republican and municipal motor transport organizations that carry out regular and route transportation of passengers;

- introduction of the principles of zero tolerance for road accidents (creation of additional islands of safety, organization of calm traffic streets, reduction of the maximum speed for vehicles within settlements to 50 km per hour, creation of additional ground pedestrian crossings, etc.).

## Development of railway transport

The task is to develop the railway infrastructure, ensure transit functions, and assist in the development of public passenger transport.

Main activities:

- reconstruction of buildings and structures of the station complex, reconstruction of the railway infrastructure of Petrozavodsk;

- supporting the maintenance of existing volumes of suburban passenger traffic;

- improving the quality of the provision of services for the carriage of passengers by rail;

- development of the East-West transit direction in the Republic of Karelia, taking into account the prospects for the construction of the Belkomur railway.

## Air transport development

The task is the development of civil aviation, the organization of transportation routes in regional and interregional directions.

Main activities:

- implementation of the investment project "Construction of facilities on the territory of the civil sector of the airport "Petrozavodsk" (Besovets)", which provides for the construction of a new terminal building;

- development of regular flights with Moscow, remote regional centers of the Northwestern Federal District, as well as with Helsinki and Lappeenranta to provide transit air transportation;

- reconstruction of a network of landing sites in the Republic of Karelia;

- development of air transportation on local airlines;

- increase in the volume of air transportation of passengers on the route Petrozavodsk - Moscow.

## Development of water transport

The task is to participate in the implementation of federal projects in the field of water transport, infrastructure modernization.

Main activities:

- assistance in the construction of ports on the White Sea, including in the cities of Belomorsk and the city of Kemi (the settlement of Rabocheostrovsk), the reconstruction and construction of mooring walls; expanding the geography of passenger transportation routes by water transport and providing regular flights on the most popular routes;

- inclusion in the federal agenda for the development of the Northern Sea Route, projects for the construction of satellite ports on the territory of the Republic of Karelia;

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- reconstruction and development of facilities of the White Sea-Baltic Canal;
- support for the development of high-speed water transport along the Onega, Ladoga lakes, the White Sea (to Solovki);
- promoting the development of tourist water routes;
- assistance in attracting investments and allocating investment quotas for the modernization and expansion of the fishing fleet;
- development of search and rescue infrastructure.

### Improving the business climate and stimulating entrepreneurial initiative

The task is to develop and implement modern measures to support small and medium-sized businesses, improve the institutional environment in the field of doing business, reduce the shadow sector in the economy, create conditions for the development of enterprises - from micro-business to small, from small to medium, create a favorable environment in which it is profitable engage in entrepreneurship.

#### Main activities:

development of infrastructure to support small and medium-sized businesses, creation and expansion of existing industrial sites, industrial parks and industrial clusters;

expansion of support measures for young entrepreneurs, expansion of the region's participation in all-Russian and corporate projects and programs to support youth entrepreneurship;

the formation of the Karelian support zone as part of the implementation of the state program of the Russian Federation "Socio-economic development of the Arctic zone of the Russian Federation", which will specialize in technologies in the field of timber and mining, extraction, breeding and processing of bioresources, tourism;

development and implementation of measures to reduce electricity tariffs for small and medium-sized businesses;

expansion of the preferential list of OKVED classes, including types of economic activity, the implementation of which is allowed as a result of the implementation of investment projects at the Nadvoitsy TASED;

making a proposal on the creation of TASED "Kostomuksha";

localization of production facilities of foreign companies by embedding small and medium-sized businesses in supply chains;

development of the institution of mediation to solve problematic issues of small and medium-sized businesses;

increase in the financial base of the Fund for the Promotion of Lending to Small and Medium-Sized Businesses of the Republic of Karelia (credit

company), expansion of the activities of the Center for Entrepreneurship Support of the Republic of Karelia; creation of a digital platform focused on supporting the production and marketing activities of small and medium-sized businesses, including individual entrepreneurs;

development of market and fair trade and increase in food security of remote settlements;

raising business awareness of support measures; positioning of the Republic of Karelia as the best place for the realization of creative potential and individual entrepreneurial initiative on the part of the state and society, not only within but also outside the region;

use of property owned by the Republic of Karelia for the purpose of implementing investment projects, public-private partnership agreements;

ensuring the participation of small and medium-sized business support infrastructure entities (hereinafter referred to as SMEs) in the training programs of SME Corporation JSC;

expanding forms of business support when entering markets, placing locally produced goods in chain stores, creating conditions for promoting locally produced products on the consumer market, including those marked with the "Made in Karelia" sign;

introduction of training courses on the basics of entrepreneurship into school curricula and the expansion of information and training of citizens on the basics of entrepreneurship;

expansion of functionality and promotion of the republican Internet portal for SMEs, modernization, improvement and regular updating of existing portals;

ensuring regular interaction with business associations for the joint development of initiatives in the field of supporting small and medium-sized businesses;

ensuring favorable conditions for the implementation of activities by self-employed citizens through the creation of a new taxation regime (based on the experience of pilot regions), which provides for the transfer of information on sales to the tax authorities of the Russian Federation in an automatic mode, exemption from the obligation to submit reports, as well as the payment of a single payment from revenue, including includes insurance premiums;

organizing and holding events within the framework of international events related to the promotion of entrepreneurship, as well as events encouraging successful results and achievements in business, initial steps in entrepreneurship;

creation of a specialized multifunctional center for business, as well as separate windows for entrepreneurs in existing multifunctional centers;

development of the infrastructure for ensuring industrial growth, including the creation of the Center for Cluster Development of the Republic of Karelia, the Industrial Development Fund of the Republic of Karelia;

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formation of a handicraft cluster, support for handicrafts, including the improvement of measures to support small businesses;

development of a "road map" for the development and support of creative (creative) industries in Karelia.

Strategic direction "Development of tourism and hospitality industry"

Strategic goal:

preservation of the cultural and historical heritage of the Republic of Karelia and the creation of a modern hospitality industry.

Key Findings:

increasing the tourist attractiveness of the Republic of Karelia;

the growth of the tourist flow;

creation of new objects of tourist display;

development of Karelia as one of the leading tourist destinations in the Russian Federation.

Development of tourism infrastructure

The task is the creation and development of tourist infrastructure facilities, the creation of new and the reconstruction of existing display facilities, the introduction of digital technologies in the field of tourism.

Formation and promotion of tourism brands

The task is to develop and implement a system of measures aimed at increasing the recognition of tourist brands in the Republic of Karelia.

Creation of a tourist cluster

The task is to create a single tourism cluster by coordinating the activities of large and small organizations, the formation of interconnected tourist destinations and a single network of routes.

Stimulating the development of various types of tourism

The task is to promote the development of various types of tourism to create conditions for multi-format recreation, including event-based, cultural-historical, health-improving, ecological, sports, rural and other types of tourism.

Development of single-industry towns

The task is to increase the investment attractiveness and comfort of living in mono-profile settlements, create conditions for the diversification of a mono-profile economy and the creation of new jobs.

Development and support of rural areas and historical small settlements

The task is to increase the attractiveness and promote the development of small settlements and rural areas of Karelia, while maintaining their specificity and originality.

Strategic direction "Human capital and social sphere"

Strategic goal:

ensuring a high quality of life for the population by increasing the availability of high-quality social services, implementing spiritual and cultural development, and achieving interethnic harmony.

Key Findings:

increase in life expectancy;

an increase in the birth rate, a decrease in mortality, including infant mortality;

growing popularity of a healthy lifestyle, an increase in the proportion of the population involved in physical culture and sports;

improving the quality of services provided in the education system (all types of education), the introduction of continuous education technologies;

increasing the availability and quality of health care services, the introduction of modern technologies in health care;

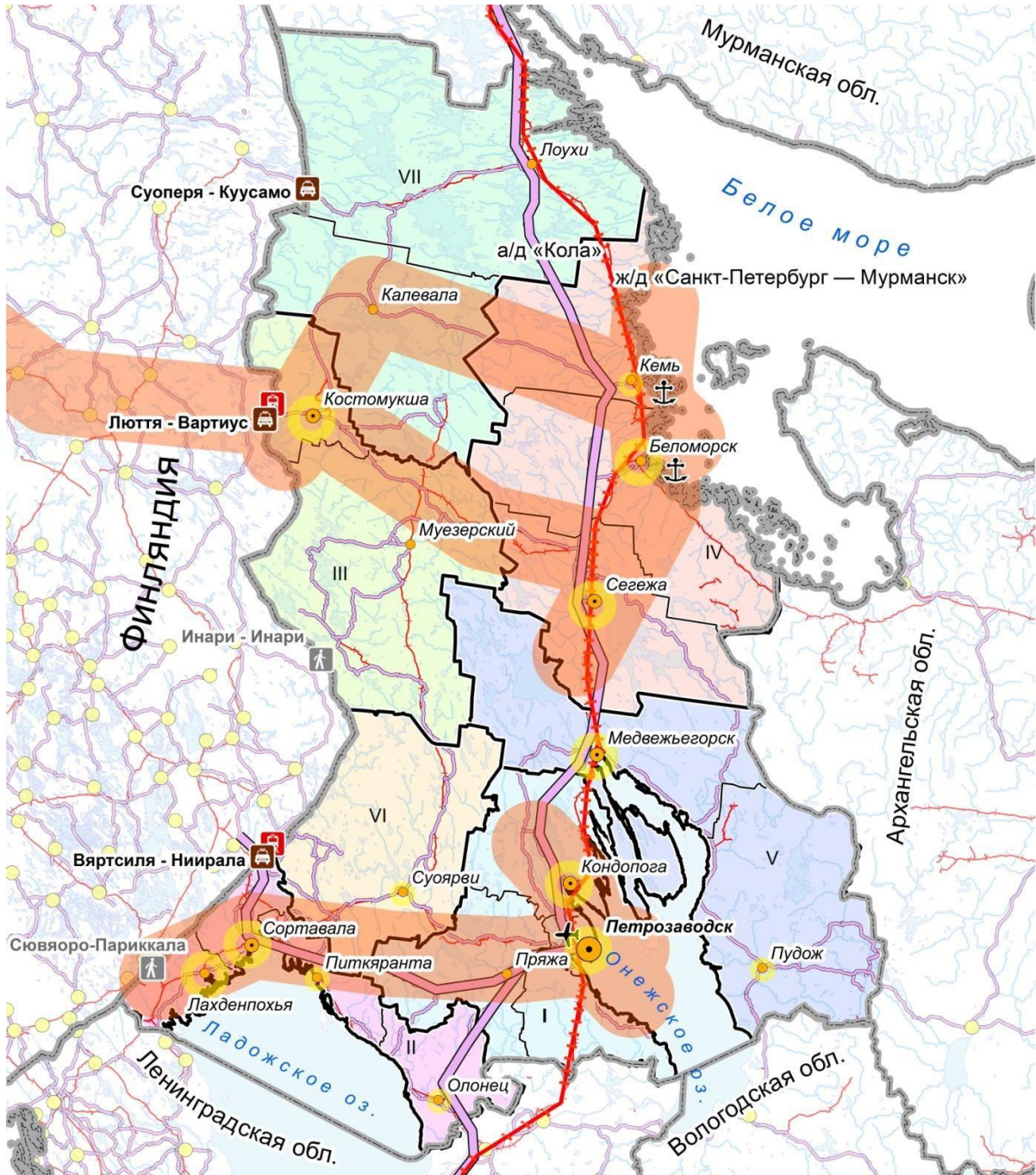
growth in attendance at cultural institutions.

Taking into account the existing specialization of territories and connections, the following areas, growth poles and development corridors have been identified (Figure 6).

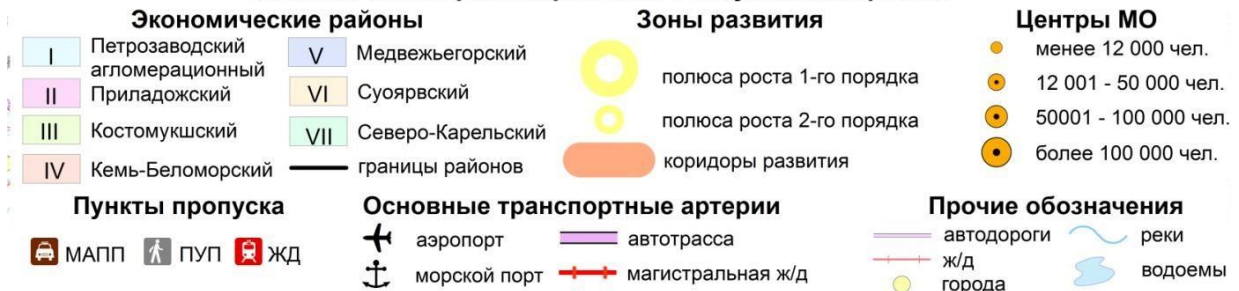


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**Экономическое районирование Республики Карелия**



**Figure 6. Economic zoning of the Republic of Karelia**

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The Republic of Karelia favorably combines an advantageous transport and geographic position with a preserved natural resource potential, a rich cultural, historical, ethnographic and religious heritage. This rather unique combination of various tourist and recreational resources creates a good basis and prospect for the development of various types and forms of tourism.

Sixteen ethno-cultural historical territories with a preserved historical and cultural environment have been identified in the republic, more than 4,500 cultural heritage sites have been concentrated.

Tourism in the Republic of Karelia is recognized as a priority sector of the economy, which is becoming increasingly important in the development of the

entire economic potential of the republic. Karelia traditionally holds a leading position among Russian regions in terms of tourist attractiveness.

The tourist flow to the Republic of Karelia has been steadily growing over the past years. The share of organized tourists in the total number of visitors is about 60% (800 thousand people in 2022). The total flow of visitors, including sightseers, in 2018 amounted to 1320 thousand people. Among the tourist centers in terms of attendance, the leaders are: the mountain park "Ruskeala" - 350 thousand tourists, the museum "Kizhi" - 220 thousand people, the reserve "Kivach" - 120 thousand people, the island of Valaam - 100 thousand people. (Fig. 7, 8).



**Figure 7. Mountain Park "Ruskeala"**



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**Figure 7. Museum-Reserve "Kizhi"**

The tourism industry of Karelia in the last three years has a leading growth rate among all sectors of the regional economy. At the end of 2022, the tourist flow of organized tourists amounted to 830 thousand people, and the closed borders in the context of the pandemic and the relatively calm epidemiological situation in the spring and summer of 2022 made Karelia even more attractive for tourists. According to the Tourism Department of Karelia, only in July and

August 2022, 350 thousand people visited the republic, while for the full summer season of 2021 - 100 thousand less, the growth in tourist flow was about 40%, and according to At the end of 2022, 790 thousand people visited the republic (Table 1). Attendance at the mountain park "Ruskeala" has almost doubled, and in the neighboring Sortavala there were no empty rooms in the hotels.

**Table 1. Tourist flow to the Republic of Karelia**

2019	2020	2021	2022
The volume of organized tourist flow, thousand people			
780	800	830	790

In the structure of the gross regional product, the share of tourism is 4-5%. In the structure of the all-Russian volume of tourist services, the share of the republic is more than 3%.

In total, the tourist complex of the republic is able to provide up to 3 million overnight stays per year in comfortable accommodation facilities. However, with a steady increase in the number of tourists visiting the region, today there are not enough hotels, especially in the budget, as well as high and premium price segments.

A feature of Karelia is the uneven distribution of the tourist flow across the regions of the republic due to the different levels of development of the tourist infrastructure and the availability of tourist resources. Currently, the main tourist load falls on two areas - the center and the Northern Ladoga region, where two

world-famous attractive tourism centers are located - the Kizhi Museum-Reserve and Valaam, as well as the capital of Karelia - Petrozavodsk, which are the most visited objects of the republic. The Karelian tourist flow has a pronounced seasonality, as it falls mainly on three summer months. Due to these circumstances, there is a problem of exceeding the maximum recreational load on the main tourist sites (Kizhi, Valaam).

Tourism in Karelia is an integrated type of economic activity that allows, with relatively small investments, to ensure the economically viable use and reproduction of local tourism resources and potential. Therefore, for the conditions of Karelia, it is legitimate to choose the tourist direction of the region's development as a priority in relation to its industrial development.

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The rapid growth of the tourist flow to the border mountain park "Ruskeala" gave the region a synergistic effect, bringing together about three hundred people around the project - representatives of small businesses and travel companies (Figure 8). The

main thing here is not to disturb the existing natural balance, not to turn the protected area into a typical mass amusement park.



**Figure 8. Mountain park "Ruskeala". Boat ride on the platform**

The border town of Sortavala is also one of the tourist centers of the Republic of Karelia. An important role in this is played by its role as one of the starting points of tourist routes to Valaam and to the mountain park "Ruskeala", which is served by the retro train "Nikolaev Express". A large flow of foreign tourists is provided by the so-called nostalgic tourism for the former inhabitants of the Ladoga region, now living in Finland, as well as the participation of the city in the international tourist route "Blue Road", stretching from the coast of Norway through Sweden and Finland to the Karelian Pudozh. Sortavala is the only historical city of the Republic of Karelia that has preserved its integral architectural and historical appearance. There are about two hundred architectural monuments in the styles of Finnish wooden romanticism, northern inter-military modernism, functionalism, neoclassicism, wooden empire style of the mid-19th - early 20th centuries. The city has a well-developed service and hospitality sector, there is a huge number of mini-hotels, guest houses for a small town. A possible increase in the status of the city of Sortavala to the level of a historical city of federal significance will provide an opportunity to receive additional funding from the federal budget to create an attractive urban environment, in particular, to improve and create new comfortable public spaces. This will also increase the tourist attractiveness of the border town, through which guests of Karelia go to Valaam. A possible increase in the status of the city of

Sortavala to the level of a historical city of federal significance will provide an opportunity to receive additional funding from the federal budget to create an attractive urban environment, in particular, to improve and create new comfortable public spaces. This will also increase the tourist attractiveness of the border town, through which guests of Karelia go to Valaam. A possible increase in the status of the city of Sortavala to the level of a historical city of federal significance will provide an opportunity to receive additional funding from the federal budget to create an attractive urban environment, in particular, to improve and create new comfortable public spaces. This will also increase the tourist attractiveness of the border town, through which guests of Karelia go to Valaam.

In 2021, the city received the status of the New Year's capital of Russia, having received a large number of tourists in the winter. With the introduction of the high-speed train "Lastochka" in 2022, running between St. Petersburg and Sortavala, in the foreseeable future, the tourist flow to the border town is expected to triple. In 2023, Russian Railways launched a new direct route Moscow - Sortavala - Ruskeala Park.

In 2022, the implementation of the Legends of Karelia shopping mall was launched on the territory of the republic. The Karelian Belomorje shopping mall is also being formed, which is scheduled for creation in 2024.



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### Conclusion

The conducted studies allow us to conclude that the tourism industry in the European North of Russia is in the stage of active development and this is justified. At the moment, it is important to develop competitive innovative tourism products and investment projects. Tourism is actively developing in all regions of the Russian North, there is an annual growth in tourist flow.

Based on an expert assessment of the analysis of the current state, main problems and prospects for the development of tourism in the regions of the European North of Russia and the western sector of the Russian Arctic, the economic, geographical and sociocultural aspects of the sustainable development of the tourism industry have been studied. Emphasis is placed on the most dynamically developing areas and types of tourism. Particular attention is paid to the development of Arctic, environmental, international, cultural, educational, event, cruise and rural tourism in the regions. Among the new trends are gastronomic, industrial, scientific, socially responsible (“volunteer holidays”) tourism.

Tourism in the northern regions is rapidly diversifying, but in the system of development of the hospitality sector for each territory, a regional strategy is needed for the quality of service, the availability of not only basic services, but also those that increase the attractiveness of the trip through event events, the emergence of new attractions, tourist information navigation and quality of the urban environment. It is shown that the COVID-19 pandemic had a significant impact on the development of the tourism industry in 2020. At present, the main tourist destinations are being transformed and tourist flows are being redistributed. During the pandemic and post-pandemic periods, special attention should be paid to active types of natural and ecotourism in sparsely populated places, individual and family tours, car and cycling tourism. Among the new areas of northern tourism after the restrictions are lifted will be digital detox tours (time spent away from the Internet, computers and phones) and plogging. Among the innovative types of ecological tourism infrastructure in the Russian North, the most promising are glampings and eco-hotels, which have become widespread in the countries of Northern Europe. The main factors contributing to the investment and tourist attractiveness of the regions of the Western Arctic and the European North of Russia are identified: the presence of unique display facilities and high-quality infrastructure, geographical location and transport accessibility, tourist potential and branding of tourism centers, the price of a tourist product and its profitability, advertising and informational fame of the region, the level of security for tourists, the level of state support for entrepreneurs.

The main problems of tourism development in the Western Arctic are identified, due to the high cost

of tourism and transport services, the underdevelopment of the relevant infrastructure, the lack of ice-class ships, institutional and environmental restrictions. The key problems of northern tourism are also the lack of quality accommodation facilities, the low level of service, the poor condition of the road transport network, the lack of financial resources for the creation of new display facilities and the restoration of architectural monuments, the inaccessibility of unique territories and the seasonality factor.

To implement plans for the development of tourism in the Russian North, a large-scale modernization and construction of tourism and transport infrastructure is necessary. The lack of infrastructure facilities and their significant deterioration are the main obstacles to the development of tourism.

Tourism is one of the promising areas for diversifying economic activities in small settlements of the North.

The most cost-effective, competitive and promising for the development of unique tourist and recreational areas of the European North is the use of a cluster approach. Innovative investment projects in the field of tourism should increase the tourist flow, which, in turn, will attract additional investment in the modernization of infrastructure and the further sustainable development of unique territories, and improve the quality of life of the local population.

A specific problem of small historical towns in the Russian North lies in a significant proportion of the aging wooden fund of valuable environmental development, the loss of which and the corresponding change in the urban historical environment means the erosion of the identity of the settlement. The sphere of cultural and historical heritage - the protection of architectural monuments and the preservation of the authentic appearance - is the main problem of small towns in terms of culture and tourism.

The priority strategic tasks for the development of tourism are formulated:

- ❖ increasing the availability of unique Arctic and northern territories and remote tourism centers for tourists with different income levels;
- ❖ organization of regional tourism and recreation clusters based on the modernization of transport and tourism infrastructures;
- ❖ attracting investments in the tourism industry in the form of a private-public partnership;
- ❖ strategy for the global promotion of the tourism potential of the Russian Arctic and the Russian North;
- ❖ the development of competition in the field of transport, the simplification of logistics, the combination of sea cruises with air tourism will make it possible to reduce the cost of travel for those wishing to visit the unique high-latitude Arctic territories and increase the tourist flow;

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- ❖ minimization of anthropogenic impact on the natural environment of the Russian North;
- ❖ preservation of objects of historical, cultural and natural heritage;
- ❖ expansion of the list of historical cities and settlements of federal significance, revision and addition of the register of cultural heritage sites of the European North;
- ❖ in the cities of the region, it is necessary to increase the level of comfort of the urban environment

through the development of friendly public spaces and new attractions (pedestrian zones, embankments, bike paths, museum quarters, street art objects and murals, creative installations, small urban sculpture) and tourist information navigation;

- ❖ creation of an attractive image of local identity and branding of tourism centers of the European North, including in the Republic of Karelia.

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